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# OTR BULLETIN

DECEMBER 1966

Approved For Release 2005/07/12 : CIA-RDP78-06370A000100010018-6

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## IN THIS ISSUE ....

The projected schedule of OTR courses for the first six months of 1967 appears on pages 7 through 12. A schedule of OTR's language courses follows the brief summaries of other OTR courses, on page 22.

OTR's Conference Techniques Course is described on page 23.

Some thoughts about Programmed Instruction are revealed beginning on page 24. A specific application of Programmed Instruction within the Agency is described, beginning on page 32.

Guidance in filling out application forms for both internal and external courses is given on pages 38 through 43.

The courses offered by George Washington and American Universities in the 1967 Off-Campus Program at the Agency are listed on pages 47 through 49.

A variety of non-Agency reading improvement courses and programs in the Washington area are listed on pages 58 through 60.

Dates for 1967 Spring Session registration and classes at local colleges and universities are noted on pages 61 through 63.

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# BULLETIN BOARD

## OTR COURSE SCHEDULE

The OTR Calendar in this issue presents the projected schedule of OTR courses for the first six months of 1967. (The schedule is being published separately and in a different format for distribution to Training Officers.) In addition to the courses shown in the Calendar by the month in which they are scheduled, it is expected that the following courses will be offered at dates yet to be fixed: Basic Country Survey, USSR; Communist Party Organization and Operations;  Operations; and, Geography of the USSR.

## SUPPORT SERVICES REVIEW

The Support School's new course, Support Services Review: Trends and Highlights, has been extremely popular. The experience of the first two runnings has indicated that its objectives would be better served by lengthening the course by half a day. In future runnings, students will report at 1300 hours on Tuesday afternoon and the course will formally begin a half hour later, at 1330 hours. The next Reviews are:

28 February - 3 March 1967  
4 - 7 April 1967  
6 - 9 June 1967

## OPERATIONS FAMILIARIZATION COURSE

The Operations Familiarization course is scheduled four times for the year 1967:

27 February - 24 March  
1 - 26 May  
11 September - 6 October  
15 January - 9 February

Although the last three are identified on the OTR Calendar as part of the Career Trainees' program, other employees of the Agency may attend. A prerequisite for OFC is the satisfactory completion of the Intelligence Orientation course or the equivalent in Agency experience.

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OTR'S  
ADP  
ORIENTATION

The Office of Training conducted a pilot running of an ADP Orientation course on 6 - 8 December. The orientation was in response to an expressed interest in the Agency's having a course tailored to the present needs in the area of computer management of information. Objectives around which the program was developed included providing an understanding of the use of computers, an appreciation of the tasks involved in developing a computer application, an acquaintance with Agency computer resources, some concept of costs, and a glimpse at future plans of the Agency in the ADP field.

The orientation was for users or potential users of computer systems; the program was not directed to the senior manager or the ADP specialist. Several of these orientations are scheduled in 1967; the first is 17 - 19 January; see the OTR Calendar for other dates. Attendance is to be limited to forty-five; Training Officers arrange admission with the OTR Registrar.

ADMINISTRATIVE  
PROCEDURES  
COURSE

OTR's Administrative Procedures Course has recently been revised to cover Agency organization, functions, and general administrative regulations and procedures as they relate to the Clandestine Services from the viewpoint of headquarters support only. There is no coverage of field material. The length of the course has been reduced to one week and, until further notice, enrollment is limited to twelve.

MIDCAREER  
EXECUTIVE  
DEVELOPMENT  
COURSE

For the year 1967, there will be four (previously it has been three) presentations of OTR's Midcareer Executive Development Course. The dates are:

23 January - 3 March  
10 April - 19 May  
10 July - 18 August  
9 October - 17 November

Each major component has a set quota for the course. The grade level is GS-13; nominations are made by Senior Training Officers and approval of the nomination is given by the Agency's Training Selection Board.

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ORIENTATION  
FOR  
OVERSEAS

All CS employees assigned to their first overseas post are required to attend the Orientation for Overseas. It is also expected that the husband or wife of a married employee attend. The orientation is on the first Tuesday and Wednesday of each month; the next is 3 - 4 January. A Form 73 is required on each dependent. It is processed in the same manner as the application of the employee.

1966 STUDIES IN  
INTELLIGENCE  
AWARD

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The 1966 winner of the award for the most significant contribution to the professional literature in intelligence is [redacted] a former Agency employee, now a [redacted] was selected for his lucid and instructive review of how intelligence has monitored the Soviet deep-space program. The presentation of the award is scheduled for later in December.

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[redacted] " appears in the Summer issue of Studies in Intelligence.

NATIONAL  
INTER-  
DEPARTMENTAL  
SEMINARS

The next (29th) session of the National Interdepartmental Seminar on Problems of Development and Internal Defense conducted at the Foreign Service Institute of the Department of State will be from 23 January to 17 February. Again, the Agency's quota is eight. Attendance at NIS is a prerequisite to assignment of officers of the CS to key positions in underdeveloped countries. Seminars to be held the remainder of FY 1967 as well as in FY 1968 are scheduled so that CS officers may also attend OTR Chiefs of Station Seminars without conflict. NIS dates are:

1967: 13 Mar - 7 Apr	1968: 8 Jan - 2 Feb
1 - 26 May	26 Feb - 22 Mar
10 Jul - 4 Aug	22 Apr - 17 May
5 - 29 Sep	(See OTR Calendar for
23 Oct - 17 Nov	COS dates).

SCREENING  
ROOM

Home movies made by personnel who have served in various field stations can often serve as a very appropriate briefing for headquarters personnel or for individuals expecting to be assigned to those stations. The screening room of the Instructional Services Branch, OTR, can be made available for such showings. Arrangements should be made by calling extension [redacted]

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EXTERNAL  
TRAINING  
PROCEDURES

The complexity of arranging external training leads to many points of confusion, one being the distinction between approval by the Registrar, OTR, on behalf of the Agency, and actual selection by the non-Agency training facility. In many instances, names of CIA employees sent to non-Agency facilities by the Registrar constitute nominations only, and final acceptance remains with the facility itself. Many Civil Service Commission courses, for example, have limited enrollments; application forms are submitted by OTR, but confirmation of acceptance may not be received in OTR until a week or less before the opening date of the program. There is the possibility, too, that even after an employee has been accepted by the non-Agency facility, the facility may defer him to admit a later applicant with a higher priority.

OTR's procedure is to notify the applicant's Training Officer by telephone when the Registrar has approved the application for the external training; a second telephone call is made to the TO when the facility confirms acceptance. Details on attending the training--reporting information, time, location, and so forth--are given at the time of the second call. Although in general the Civil Service Commission and other facilities recognize the Agency's priority preferences, no formal steps toward attendance should be taken by the TO or by the applicant until notification of acceptance, and notification of acceptance should not be confused with notification of approval.

USDA GRADUATE  
SCHOOL  
CLASSROOMS

The U. S. Department of Agriculture Graduate School has announced the opening of new classrooms and offices in the National Press Building, 529 14th Street, N. W., for its Correspondence Program and its Special Programs Department. It should be noted, however, that some of the activities of the Special Programs Department will continue at the Department of Agriculture Administration Building, 14th and Independence Avenue, S. W.

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### COURSES

CLERICAL  
TRAINING  
AND  
TESTING

OTR's refresher courses in typewriting and shorthand will be given:

9 January - 3 February  
13 February - 10 March  
20 March - 14 April

Before employees take either typing or shorthand, or both, they are required to take the pretest given by the Clerical Training Faculty, Support School. The results are used by the instructor to determine the class assignment.

Submission to AIB/RS of a Form 73 (Request for Internal Training) for the Clerical Refresher course is all that is required to initiate testing. Training Officers are notified by the CTF of the time and place applicants are to report for tests.

For the above-scheduled courses, pretests are as follows:

Typing: 4 January, 8 February, 15 March  
Shorthand: 5 January, 9 February, 16 March

### QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to those clerical employees who desire to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension  . After the testing schedule is determined, the appropriate officer is notified of the time and place of testing.

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Tests will be given in:

Typing: 3 January, 16 January, 6 February  
20 February, 13 March, 27 March

Shorthand: 3 January, 17 January, 7 February  
21 February, 14 March, 28 March

Note: All clerical testing and training is given at 1016  
16th Street, N. W.

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FINANCING  
A COLLEGE  
EDUCATION

Counseling on college admissions, and more particularly on financial aid for college education, is one of the functions of the Registrar Staff, OTR. [REDACTED] Room 839, 1000 N. Glebe, extension [REDACTED] is the principal advisor in these matters. A special collection of reference material is maintained in the Registrar's office to further this service. In addition to a large collection of current college catalogs, which provides general course information, there are references on fellowships, scholarships, grants and loans and how to apply for them. Normally, this type of assistance is administered by the individual college, whether the source of the funds is private foundations or public appropriation. One brochure outlines the major programs of the U. S. Office of Education: the College Work-Study program in which the student is employed by and receives compensation from the college or eligible off-campus agency; National Defense Student Loans on the basis of which students borrow funds which must be repaid at 3 percent interest within a 10-year period following college attendance; Educational Opportunity Grants through which selected students received non-obligating awards of funds; Guaranteed Loans on the basis of which students borrow funds that must be repaid at 3 percent or 6 percent, depending of the student's family income. Further details on these and other programs may be obtained through the Registrar's office.

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TEMPORARY  
SUMMER  
GOVERNMENT  
JOBS

The Civil Service Commission is conducting a nationwide competitive Office and Science Examination for many temporary jobs in Federal departments and agencies in the summer of 1967. Included is a written test for jobs at grades GS-1 through GS-4. The date of the examination will be 4 February 1967 and applicants must file by 9 January, using Civil Service Form 5000-AB. Details on the examination, including a tear-out Form 5000-AB, are in Civil Service Announcement No. 401, "Office and Science Examination for 1967," and details on summer jobs are given in a pamphlet entitled "Summer Jobs in Federal Agencies." Both publications are available at Civil Service information points.

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# OTR CALENDAR

JANUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Administrative Procedures  
ADP Orientation  
Chiefs of Station Seminar  
China Familiarization

CIA Review

Clandestine Services Review

Clerical Refresher

Covert Action Operations

Grid (for CS CTs)

Grid (for non-CS CTs)

Headquarters Desk Training (for CS CTs)

Information Reporting, Reports, and Requirements

Intelligence Production (for CTs)

Introduction to Communism

Introduction to Communism (for NPIC)

Introduction to Intelligence

Midcareer Executive Development

Operations Support

Orientation for Overseas

Soviet Operations (for CS CTs)

Support Services (for CTs)

Writing Workshop (Advanced) (for NPIC)

Writing Workshop (Basic)

Writing Workshop (Intermediate)

Vietnam Orientation

9 - 13 Jan

17 - 19 Jan

9 - 20 Jan

To be announced

16 - 27 Jan

10 Jan

24 Jan - 3 Feb

9 Jan - 3 Feb

23 Jan - 10 Feb

23 - 27 Jan

9 - 13 Jan

9 - 20 Jan; 30 Jan - 10 Feb

9 - 27 Jan

16 Jan - 17 Mar

2 - 13 Jan; 30 Jan - 10 Feb

16 - 27 Jan

16 - 27 Jan

23 Jan - 3 Mar

9 - 27 Jan

23 Jan - 17 Feb

3 - 4 Jan

3 - 13 Jan

16 Jan - 3 Mar

3 - 23 Jan

13 Jan - 2 Feb (Alt. days)

16 Jan - 3 Feb (Alt. days)

11 - 13, 17 - 19 Jan (6 days)

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FEBRUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

Administrative Procedures	27 Feb - 3 Mar
ADP Orientation	14 - 16 Feb
CIA Review	14 Feb
Clerical Refresher	13 Feb - 10 Mar
Conference Techniques	15 Feb - 26 Apr (Wed's only)
Counterintelligence Familiarization (8 days)	6 - 15 Feb
Counterintelligence Operations	27 Feb - 17 Mar
Field Finance and Logistics	6 - 24 Feb
Information Reporting, Reports, and Requirements	27 Feb - 17 Mar
Information Reports Familiarization	6 - 10 Feb; 13 - 17 Feb
Intelligence for Operations	6 - 24 Feb
Intelligence Research (Map and Photo Interpretation) (for NPIC)	13 Feb - 1 Mar
Introduction to Communism	27 Feb - 10 Mar
Introduction to Intelligence Management (GS-11 - 14)	13 - 24 Feb
Operations Familiarization	6 - 10 Feb
Orientation to Intelligence (for CTs)	27 Feb - 24 Mar
Orientation for Overseas	27 Feb - 10 Mar
Supervision (GS-5 - 10)	7 - 8 Feb
Support Services Review: Trends and Highlights	27 Feb - 3 Mar
Vietnam Orientation	28 Feb - 3 Mar
Writing Workshop (Basic) (for NPIC)	13 - 17 Feb
	13 Feb - 3 Mar (Alt. days)

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MARCH						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

ADP Orientation	21 - 23 Mar
Challenge of Worldwide Communism (for CTs)	13 Mar - 7 Apr
China Familiarization	To be announced
CIA Review	14 Mar
CS Records I	27, 29, 31 Mar
Clerical Refresher	20 Mar - 14 Apr
	13 - 24 Mar
Information Reports Familiarization	27 - 31 Mar
Intelligence Techniques (for CTs)	13 - 31 Mar
Introduction to Communism	20 - 31 Mar
JCS-DIA Briefing	28 - 29 Mar
Management (GS-11 - 14)	27 - 31 Mar
Managerial Grid (GS-14)	13 - 18 Mar (Saturday)
	13 - 31 Mar
Operations Support	13 Mar - 7 Apr
Orientation for Overseas	7 - 8 Mar
Vietnam Orientation	20 - 24 Mar

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APRIL						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Administrative Procedures	24 - 28 Apr
Challenge of Worldwide Communism (for CTs)	3 - 28 Apr
Chiefs of Station Seminar	17 - 28 Apr
CIA Review	11 Apr
Clerical Refresher	24 Apr - 19 May
CS Records II	3 - 7 Apr
CS Records III	10 - 11 Apr
Counterintelligence Familiarization	3 - 12 Apr
Field Finance and Logistics	10 - 28 Apr
Information Reporting, Reports, and Requirements	10 - 28 Apr
Intelligence of Operations	24 Apr - 12 May
Intelligence Techniques (for CTs)	10 - 28 Apr
Introduction to Intelligence	3 - 14 Apr; 17 - 28 Apr
Midcareer Executive Development	10 Apr - 19 May
Orientation for Overseas	4 - 5 Apr
Senior Management Seminar (GS-15 - 18)	23 - 28 Apr
Supervision (GS-5 - 10)	24 - 28 Apr
Support Services Review: Trends and Highlights	4 - 7 Apr
Vietnam Orientation	10 - 14 Apr

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MAY						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

ADP Orientation	2 - 4 May
China Familiarization	To be announced
CIA Review	16 May
Clandestine Scientific and Technical Operations	8 - 19 May
Clandestine Services Review	31 May - 9 Jun
Clerical Refresher	29 May - 23 Jun
Counterintelligence Familiarization	22 May - 2 Jun
Covert Action Operations	1 - 19 May
Grid (for non-CS CTs)	31 May - 10 Jun
Headquarters Desk Training (for CS CTs)	31 May - 13 Jun
Information Reports Familiarization	8 - 12 May; 15 - 19 May
Intelligence Research Techniques (for NPIC)	15 - 26 May
Intelligence Review	1 - 12 May
Introduction to Communism	1 - 12 May
Introduction to Intelligence	22 May - 2 Jun
Management (GS-11 - 14)	8 - 12 May
Management Planning	22 - 26 May
Operations (for CS CTs)	1 May - 4 Aug
Operations Familiarization (for CTs)	1 - 26 May
Operations Support	8 May - 2 Jun
Orientation for Overseas	2 - 3 May
Special Operations	1 May - 18 Aug
Vietnam Orientation	15 - 19 May
Writing Workshop (Basic)	9 May - 1 Jun
Writing Workshop (Intermediate)	8 - 31 May

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JUNE						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

Administrative Procedures	12 - 16 Jun; 26 - 30 Jun
ADP Orientation	13 - 15 Jun
	19 - 30 Jun
CIA Review	13 Jun
Counterintelligence Operations	5 - 23 Jun
Field Finance and Logistics	12 - 30 Jun
Grid (for CS CTs)	14 - 24 Jun
Information Reporting, Reports, and Requirements	5 - 23 Jun
Information Reports Familiarization	26 - 30 Jun
Intelligence Production (for CTs)	12 Jun - 11 Aug
Introduction to Communism	5 - 16 Jun
Introduction to Intelligence	19 - 30 Jun
Management Planning	26 - 31 Jun
	5 - 23 Jun
Orientation for Overseas	6 - 7 Jun
Principals - Senior Officers Courses	13 - 15 Jun
Support Services (for CTs)	12 Jun - 28 Jul
Support Services Review: Trends and Highlights	6 - 9 Jun
Vietnam Orientation	19 - 23 Jun
Writing Workshop (Intermediate) (for NPIC)	6 - 29 Jun

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

Basic Country Survey: USSR (2 wks - all day)

For employees whose work requires a basic and comprehensive knowledge of the Soviet Union. A brief study of Tzarist Russia and developments since the Communist seizure of power.

Challenge of Worldwide Communism (4 wks - all day)

For Career Trainees. The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrine, organization, and operations of the communist movement throughout the world.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

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CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Scientific and Technical Operations (3 wks - all day)

For middle-grade and senior officers of the CS and DDS&T. Covers collection responsibilities of the CS in S&T operations, fundamentals of guided missiles, biological and chemical warfare, and use of nuclear power. Field trips. Enrollment limited to 20.

Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the DDP in detail. Enrollment limited to 40.

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**Clerical Refresher (4 wks - morning)**

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

**Communist Party Organization and Operations (3 wks - morning)**

For professional employees. Covers organization and activities of communist parties, with emphasis placed on those in countries in which they are not dominant.

**Conference Techniques (11 sessions - 24 hrs - part time)**

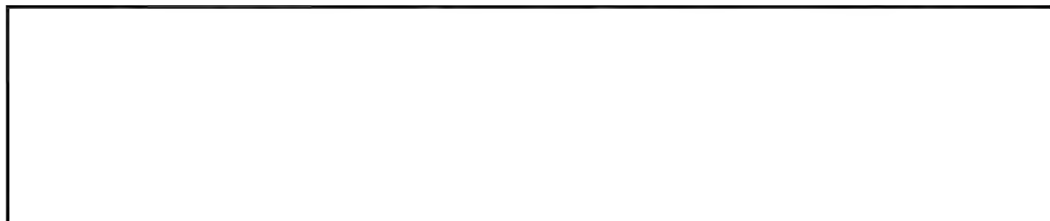
For Agency officers responsible for planning and for leading group discussions and conferences. The role of an effective participant is also emphasized. Enrollment limited to 12.

**Counterintelligence Familiarization (8 days - all day)**

For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U. S. and Agency policy and doctrine for CI, as well as basic tactics. Enrollment limited to 15.

**Counterintelligence Operations (3 wks - all day)**

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.



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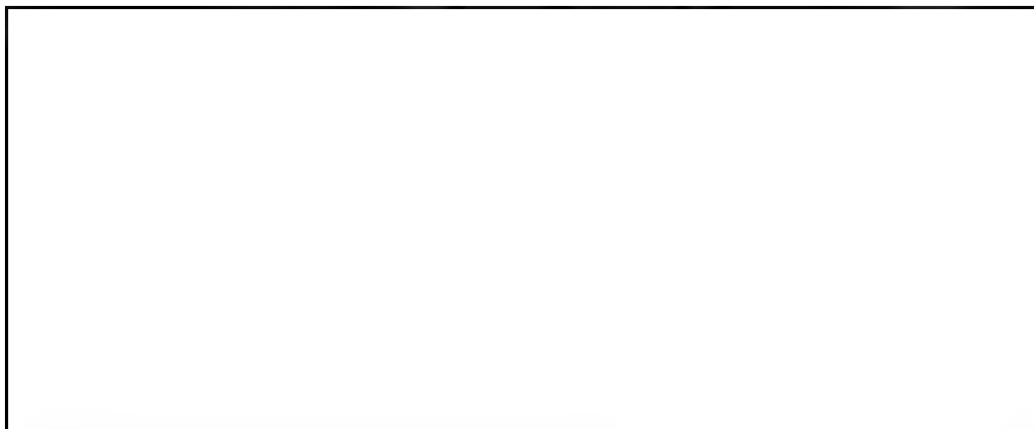
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**Field Finance and Logistics (3 wks - all day)**

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station. Emphasis is on all facets of field financial responsibilities.

**Headquarters Desk Training (2 wks - all day)**

For Career Trainees. The survey of the CS Records System, as presented in CS Records I, and biographic research techniques, as presented in CS Records II, are treated in addition to other elements of Headquarters desk work.

**Information Reporting, Reports, and Requirements (3 wks - all day)**

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

**Information Reports Familiarization (1 wk - all day)**

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

**Intelligence for Operations (3 wks - all day)**

For women CS Career Trainees.

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**Intelligence Production (9 wks - all day)**

For Career Trainees. Provides specific training and practice in the application of the techniques and skills required to produce intelligence.

**Intelligence Research (Map and Photo Interpretation) (9 days - all day)**

For professionals needing to know how to use maps and aerial and ground photography for intelligence purposes. Provides comprehensive coverage on obtaining data from maps and an introduction to photo interpretation.

**Intelligence Research Techniques (2 wks - all day)**

For analysts. Covers each stage of the research process from the origination of an intelligence topic to writing a skeletal report. A research project is performed as a practical exercise.

**Intelligence Review (2 wks - all day)**

For middle-grade and senior officers. Covers the Agency's development under the central intelligence concept, recent organizational developments to meet current and future responsibilities, changes in functions of the intelligence community, problems of coordination, and future trends in intelligence.

**Intelligence Techniques (3 wks - all day)**

For Career Trainees. Provides instruction and practice in Agency techniques used in the production of finished intelligence.

**Introduction to Communism (2 wks - all day)**

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

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Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

For middle level officers of DIA. General review of the Agency.

Management (1 wk - all day)

For officers in Grades GS 11 through GS 14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

Management Planning (1 wk - all day)

For senior officers of the Agency. The accent will be on concepts of planning, directing, and controlling. It will include an orientation in programming.

Managerial Grid (6 days - all day)

For selected officers at the GS-14 level. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

Midcareer Executive Development (6 wks - all day - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

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**Operations (14 wks - all day)**

For CTs who are preparing for careers as case officers. Covers fundamentals of CS activities, emphasizing tradecraft techniques, agent handling, reporting, project management, and FI, CI, and CA objectives.

**Operations Familiarization (4 wks - all day)**

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

**Operations Support (4 wks - all day)**

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, operational expenses, travel claims, and tradecraft familiarization. Enrollment limited to 12.

**Orientation to Intelligence (2 wks - all day)**

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

**Orientation for Overseas (2 days - all day)**

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

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**Principals, Senior Officers Courses (3 days - all day)**

For Agency representatives selected by TSB for attendance at Senior Officer Schools. Updating of Agency; includes instruction in techniques of conducting seminars.

**Senior Management Seminar (1 wk - all day - starts Sunday p. m.)**

For GS-15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

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**Supervision (1 wk - all day)**

For employees in Grades GS-5 through GS-10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

25X1A

**Support Services (7 wks - all day)**

For Career Trainees assigned in the Support Services. Acquaints students with organization and mission of various Support Services components. Emphasis is on training for field assignments.

**Support Services Review: Trends and Highlights (3 1/2 days - all day at**

For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

**Vietnam Orientation (1 wk - all day)**

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting and conducting operations.

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**Writing Workshop (Advanced) (Length - Based on request)**

**For professionals. Designed to meet the needs of particular components in intelligence reporting and report writing. Given on request only.**

**Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)**

**For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.**

**Writing Workshop (Intermediate) (4 wks - morning - Mon & Wed)**

**For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.**

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## LANGUAGE TRAINING SCHEDULE

### OTR

Because of the considerable increase in demand for full-time training it is necessary to set the following schedule for full-time classes in the common languages in 1967:

30 January  
6 March  
27 July  
16 October  
4 December

Full-time classes in Chinese and Japanese in 1967 are scheduled to begin on:

30 January  
16 October

Part-time classes will begin on:

6 March  
27 July

Requirements for language training on any other dates will be difficult to fill.

While most of the classes offered will be at the basic spoken level in the common languages, or in languages in which the Language School usually has conducted classes, the Language School, as in the past, has the capability and undoubtedly will be conducting classes at higher levels, as well as specialized reading classes. Furthermore, the Language School has the capability of conducting classes in many of the more unusual languages.

For further information on scheduling classes call extension

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## CONFERENCE TECHNIQUES COURSE OTR

15 February - 26 April 1967

### Background

Group discussions or conferences are often the most effective means for obtaining a cross-section of views which might be used in problem solving, whether it be a management-administrative problem or an intelligence-operational problem. Briefings of groups by individuals, of groups by groups, or even of individuals by groups can use the conference approach. Any number of situations arise during the ordinary conduct of Agency business wherein communication to or through groups on a personal basis is desirable. It is most appropriate that professional employees needing to use these methods be able to avail themselves of the techniques which maximize the benefits of conferences and group discussions.

### For

The Conference Techniques Course is for Agency officers, professional personnel, who are responsible for planning and leading various types of group discussions. It is highly recommended for managers, midcareerists, and those who are to be the Agency's representatives at Senior Officers Schools or who will attend other senior programs.

### Description

The next program runs for eleven weeks, meeting on Wednesdays for nine two-hour sessions and two three-hour sessions. In the first two sessions the instructor discusses the techniques for both planning and conducting successful group conferences, giving special attention to the solution of problems and the control of participants. In the remaining sessions each participant leads the class in a 40- to 45-minute discussion; an intensive critique follows each discussion. Conference Techniques is conducted by a contract, non-Agency instructor.

### Enrollment

The class is limited to twelve. Registrations (use regular Form 73) can be accepted up to 8 February.

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ISSG's Ideation, Illations:

## I. PI or PAI?

I suspect I am one of several old-timer training administrators who, regrettably late in life, took or found the leisure to read extensively into the instructional systems which have been developed in the last decade--including Programmed Instruction. I note in the PI field that certain semantic problems still persist--how many m's in programming, when does one capitalize Program, the use of Programmed Instruction when Programmed Learning is meant--to name but a few.

I note also with regret that the proponents of Programmed Instruction have succumbed to the Governmental practice of alphabetizing everything. This was perhaps inevitable, but before the final shingle is nailed on the PI edifice, may I make a plea for consideration of PAI--Programmed Assisted Instruction.

Psychologists deserve tremendous credit for the development of PI, but the psychologist who inserted that little word assistance into CAI stole the show for the Computer Instruction people! He, or she, was a master of sound, human psychology. By adding the little word assistance CAI gained a host of friends among conventional teachers who are still doubtful as to whether PI will ultimately eliminate their jobs.

This is, of course, poppycock, but it is also understandable if you think back to some of the early and monstrous claims made for the teaching machines and PI. These claims carried the, at least, implied connotation that Machines and Programs would replace conventional courses and, ultimately, teachers.

As announced in the May 1966 issue of the OTR Bulletin, the former Director of Training, upon his retirement, was named Coordinator of the Instructional Systems Study Group, which is surveying study systems, particularly Programmed Instruction, and their applicability to Agency requirements. In these and succeeding articles, he offers thoughts nurtured by his studies related to the ISSG survey.

And, don't we really mean Programmed Assisted Instruction? Isn't there a trend toward the use of programming in conjunction with conventionally taught courses rather than as a complete replacement?

I sense in my Johnny-come-lately role that the most demonstrably successful uses of PI are those where

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PI is a part of a conventionally taught course--sometimes the most difficult part to teach and often the most arduous. I sense also that programmed courses tend to be more successful when used by a teacher who is regularly if not constantly in attendance. And, call me Judas if you will, I sense also that some of those PI courses of the earlier years, for which the most monstrous claims were made, were those which claimed to be able to replace completely the conventional course and teacher.

It may be too late or undesirable to pull the rusted nail in the weathered PI shingle. But at least we can talk and think PAI--Programmed Assisted Instruction--if we believe in it!

At the least we'd earn the gratitude of the growing body of U. S. Government instructors to whom PI has for years stood for Photographic Interpretation or Photographic Intelligence. More importantly I believe, we'd still draw into the fold a number of the uncommitted who are prepared to overfly PI to the greener but untested pastures of CAI.

## II. What does it cost to develop a unit of PAI?

Perhaps some of you have recently gone through the exhausting process of having a building contractor tell you how much it will cost per square foot to build the dream house of your choice. Unless you lifted your house plan, complete with drawings and specifications, from AMERICAN HOME, HOUSE BEAUTIFUL, etc., or paid a fat fee to an architect for such plans, you will know why I used the word exhausting! If, like me, you are the know-it-all type, you've said, "I know exactly what kind of house I want; I don't need an architect." Then you've paid the penalty. You've spent hours, days, satisfying the contractor on exactly what it is you want. He has insisted that you be most specific as to size of house and rooms, materials, fixtures, appliances and a host of other detail. Only then does the contractor come up with the shocker--a cost of \$20.00 per square foot!

Much the same process must be gone through in answering the perfectly legitimate question of how much does it cost to write or develop a unit of Programmed Assisted Instruction (PAI). Only it is far more complicated! The professional programmer has to contend with six or more variables which do

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not plague the building contractor. I shall discuss some of them.

Variable 1

The length of time required to arrive at detailed course objectives or desired student terminal behavior objectives will affect the cost of developing a unit of PAI. But this requirement is so basic to sound teaching and learning that it should not properly be costed against the development of a unit of PAI. It should be undertaken by all instructors who have responsibility for conducting courses of instruction, irrespective of the method of teaching employed. A recognized authority, Ralph W. Tyler\* has described this basic step:

'The purpose of this first step in identifying the objectives sought is to obtain a list of the kinds of behavior which the course seeks to develop. This means an actual listing of such goals as: the things the students are expected to understand as a result of instruction, the skills they are expected to acquire, the interests they can be expected to develop, the values it is hoped they will appreciate and the habits it is expected they will form. This listing is basic to planning an evaluation program. One cannot select appropriate measures until he knows what it is he is trying to appraise.'

And yet experience shows that while most teachers know what they want to teach, a surprising number become vague as to precisely what the student must learn if the desired behavioral change is to take place; i. e., what must the student learn in order to perform at maximum efficiency upon completion of a course? The answer to this question must precede any study on why the student has difficulty in learning what he is taught.

The point in all this is that management will have to take into account the time factor, and therefore the cost, involved in determining meaningful course objectives. Only after this has been completed can one begin to develop a unit of PAI.

---

\* "Evaluation--The Ultimate Reality," EDUCATIONAL TECHNOLOGY, September 30, 1966, page 13.

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#### Variable 2

When students are paid to learn as in most Government training courses (versus instruction given in academic institutions where the students pay to learn), the biggest single cost of training (or in our case the use of a unit of PAI) is the salary paid the student while he learns. Take the case of the Introduction to Intelligence Course. This is an 80-hour course to be given ten times a year to 80 students per course. (This means that 800 students are given 80 hours of instruction each, or a total of 64,000 hours of learning.) The average grade of the students who take this mandatory course is GS-9 step 5. Therefore the annual cost to CIA for directing 800 employees to take this course is almost \$265,000.00, or \$4.15 per hour of learning.

It can be seen therefore that if the use of PAI units in the Introduction to Intelligence Course could cut the total time of the course by one 8-hour day, the saving to the Agency would be over \$26,500.00! But the point brought out here is that the variable of number and grade of students strongly affects the cost of a unit of PAI.

#### Variable 3

Entire programmed courses or units of PAI will vary in cost depending upon the difficulty of the subject to be programmed. The building contractor can tell you with considerable accuracy the difference in the cost of roofing your house with a certain ply asphalt shingle as against roofing it with redwood shakes (shingles, to you!). But we can only estimate the difference in the cost of developing an hour of learning for a unit of PAI in Mandarin Chinese as against a similar unit of PAI in a clerical typing course. The commercial developers of off-the-shelf PAI courses are for the most part silent on costs of development, perhaps because this is a "trade secret" or because they do not wish to disclose their methods of bookkeeping!

#### Variable 4

If the Program developer is an Agency staff or contract employee the cost of a unit of PAI will dominantly depend on the salary of the developer. R. W. Walker\* of the Martin Company of Denver, Colorado, said,

"The qualities of the most successful programmers include an above-average intelligence, perseverance, detail-consciousness, ability to emphasize, creativity, flexibility, and management identification."

\* "Martin Company, Denver Division," PROGRAMED INSTRUCTION, A GUIDE FOR MANAGEMENT, by Gabriel D. Ofiesh, 1965, page 292.

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My "ideal" programmer, for what it's worth, would have taken a Ph. D. in Logic, have an interest in the phenomena of learning behavior, not be antagonistic to change, *per se*, know thoroughly his subject specialty, be able to write clear English and have been a dedicated teacher--though not one who had become overly enamored by the sound of his own voice!

Either of these definitions could well describe an Agency Supergrade, in which case the cost of PAI would be high. Or it could equally well describe some of the highly qualified women Career Trainees whom I've seen go through the CTP in the last several years, in which case the cost would be lower.

#### Variable 5

The cost of training the "in-house" programmer and the terminal behavior skills achieved by the "graduate" programmer will appreciably affect the cost of developing a unit of PAI, but not be a recurring cost. Obviously, great care must be taken in selecting the "candidate" programmer. He can't be "good old honest Joe" who has been marginally successful as a lecturer or an instructor. To develop good PAI units requires a skilled programmer, just as a well-built house requires skilled artisans. The skilled programmer should be thoroughly conversant with his subject specialty. If, in spite of this, good old honest Joe is selected to develop a unit of PAI in the clerical typing course but must first be taught how to use a typewriter, this added training burden should not be a cost factor charged against this development of the unit of PAI!

There are two ways to train the candidate programmer--externally and internally--and each will have varied cost factors. The candidate programmer can be sent outside the Agency to any one of a score of good programmer training courses varying in length from one week to six months. Or, ideally, he can be trained in-house by an expert program instructor in classes of 5 or 6. This training would be a combination of formal class instruction and supervised on-the-job PAI writing; over-all elapsed training time, approximately six months.

At the end of this period the graduate programmer should be ready to work on his own. But we all know that this in itself is a variable. Will the graduate programmer really be able to work on a unit of PAI without some supervision after six months? Some will, but good old H.J. --? And how rapidly does the programmer work? Does he work happily with power tools or has he resisted change and is comfortable working only with hand tools?

#### Variable 6

No unit of PAI, whether developed internally or contracted for externally, should be accepted by management until it has been thoroughly tested and

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validated on a sample of the Agency population. And of course this constitutes another cost variable. The County Building Inspector has got to get his cut!

A good programmer will normally test his program each step of the way against the stated course objectives or desired terminal behavior. Testing is an inherent cost factor of any acceptable unit of PAI. But be sure it has been accomplished. Though testing will add to the time cost of a program, you simply haven't got a program unless it meets the course objectives.

Validation is something else again. This tells you whether after passing the above test the unit of PAI is the most effective and efficient method of accomplishing student learning. It is entirely conceivable that the conventional classroom method of instruction may be the most effective and efficient means of achieving student learning. The use of closed-circuit TV, films, or improved use of visual display techniques or various combinations of all the above may be more efficient and effective than PAI. You can't be sure until you have validated your unit of PAI against your stated objectives.

Validation can be accomplished internally where feasible but it is time-consuming and therefore costly. And supervisors don't take kindly to having their employees experimented on! More important, if validation is to be done internally, it must be undertaken by a team of experts--instructors, behavioral psychologists, and statisticians. Also, this team must be completely objective, without bias or prejudice. Else you won't have true validation.

External validation should assure objectivity and professional treatment. It can, however, be expensive if conducted by a consulting firm. Where units of PAI are contracted for externally, validation is normally an integral part of the contract. There are also university research centers which are prepared to offer validation services at little or no cost to the consumer, especially where the cost of such research is financed by the U. S. Office of Education. Such centers are operating at Stanford, Michigan, Northeastern, Penn State, and Harvard, to name a few, and at the University of Rochester where a most promising project is underway to validate PAI in three foreign languages.

Now let us consider some costs of programming.

A generally accepted cost figure used by many reputable commercial program developers is \$15.00 a frame or \$1,500.00 per hour of learning. An excellent, more detailed, example of costs of in-plant programming was published in 1964 by Rummler and Yaney of the University of Michigan\* using the yardstick of

\* COST OF IN-PLANT PROGRAMMING, Geary A. Rummler and Joseph P. Yaney; Occasional Paper #1. The Center for Programmed Learning for Business, Bureau of Industrial Relations, Graduate School of Business Administration, The University of Michigan, Ann Arbor, Michigan. 1964.

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"development cost per hour of training per trainee." (The building contractor's cost per square foot!) The study was based on data provided from eleven organizations which had developed in-house units of PAL. The results are summarized as follows:

Development Costs per Hour of Training per Trainee  
for In-Plant Programs

<u>Firm</u>	<u>Topic</u>	<u>Cost of Development</u>	<u>Av. Time to Complete Crs.</u>	<u>Development Cost per Hour of Training</u>	<u>Number of Trainees Per Year</u>	<u>Dev. Cost per hour of Training per Trainee</u>
Department Store (1)	Operating Sales Register	\$ 1,932	7	\$280	600	\$0.46
Department Store (2)	Beginning Salesmanship	791	2	400	1000	0.39
Department Store (3)	Sales Systems	5,945	10.5	570	1000	0.56
Department Store (4)	Sales Systems	1,310	5	260	335	1.94
Department Store (5)	Package Delivery	1,747	2.5	700	500	1.39
Oil Refinery	Plant Maintenance	664	1.1	600	475	1.27
Government (1)	Coding and Filing System	3,729	5.3	700	250	2.81
Government (2)	Military Correspondence	3,322	12	280	150	1.94
Equipment Manufacturer	Computer Programming	21,023	24	980	1000	0.87
Automobile Manufacturer	Work Standards	4,993	1.3	480	1500	2.56
Aero-Space	Missile Familiarization	8,101	9	900	1600	0.66

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While even a momentary mental flash-back to the passages on variables is a sufficient warning to exercise extreme caution, this study does lead to some conclusions, and a few generalizations can be made relative to the cost of developing a unit of PAI:

Courses in which the content is subject to repeated and infrequent changes may be uneconomical to program.

Off-the-shelf units of PAI, where applicable, are normally the least costly, if they have been tested and validated.

In-house units of PAI probably cost less to develop in the long run than externally contracted for units.

The more students, the lower the unit cost; and conversely.

In the example used in Variable 2 with the Introduction to Intelligence Course it is pertinent to note that coverage on the organization of the Agency and the Agency's place in the Intelligence Community was also given to almost 5,000 students in FY '65 and over 7,000 students in FY '66.

So now you know all you need to know about the cost of developing a unit of PAI (!?) But if you want to play it safe you probably should submit your detailed specifications to half a dozen reputable, honest and skillful commercial program developing firms and accept the lowest bid. Just as you might do with building contractors.

At last you are ready to build your dream house. Or perhaps you'd prefer to take an all-expenses-guaranteed around-the-world cruise on--a slow boat!

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## **PROGRAMMED INSTRUCTION MATERIALS in INFORMATION ANALYSIS AND CLASSIFICATION**

"Programmed Instruction" is rapidly becoming a way of life in training circles. Of nineteen separate programs developed within CIA, one, "The Analysis of Information: A Programmed Course on the Intelligence Subject Code," has been operative for several years. It was prepared by the American Institute for Research in the Behavioral Sciences (AIR) to teach document analysts to analyze and index intelligence reports in the categories of the approved USIB classification scheme, known as the Intelligence Subject Code (ISC).

The objectives of this auto-instructional programmed course are: 1) to provide an elementary understanding of the role of the document analyst who indexes for a storage and retrieval system; 2) to provide knowledge of the subject coverage of the seven chapters of the ISC; 3) to develop a rudimentary ability to read the ISC, to use the subject and area indexes, and to apply the area rules of the ISC; and, 4) to teach the new analyst to "think" in terms of the ISC.

This program does not use machines; it is a set of booklets which allows the beginner in the field of information analysis to progress at his own speed. There is no intent to replace the teacher, but to give him an additional pedagogical tool to improve instruction in basic rules. The ten units of this course, in fact, are designed to be used in conjunction with and as an introduction to the four-week training course offered in the Agency for document analysts who use the ISC in the Agency Intellofax System and in other Government information systems.

Certain presentation techniques have evolved with the four years of experience with this programmed course. It usually takes nearly a week to complete each unit. The instructor injects discussions and briefings into the instruction after the second or third day. Sample documents are also introduced for analysis. This breaks the tedium and provides a "feel" for the documents that will eventually be actually encountered.

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The AIR Project Staff, as its initial step in developing the programmed course, observed the behavior of experienced document analysts as they read, analyzed, and indexed intelligence documents. Analysis of data from this observation and questioning resulted in a set of rules which describes the decisions an analyst should make when examining a report. These are called "Rules of Analysis."

From the beginning of the instruction, then, the individual assumes the role of an information analyst. The "Rules of Analysis" are taught in the context of the actual behavior of analyzing reports. In other words, immediately after learning the concepts and skills, they are applied to realistic analysis and indexing situations.

The programmed text consists of eleven booklets -- each four by eight and a half inches -- one being the Introduction plus a Criterion Test. Each booklet is arranged so that the user reads a question page (frame), writes his answer to that question on the frame, and then turns the page and reads the correct answer on the answer frame. In this way he knows at once whether his answer is correct.

An Exhibit Book is used with the programs as a notebook, and as a means of showing illustrations or exhibits used repeatedly and of presenting long documents too large to be included in the unit booklets. At many points in the program the analyst writes his answer to a program frame in the Exhibit Book rather than on the frame itself. These responses are designed to produce a notebook in which the important points in the programs are summarized for easy review.

As the new analyst progresses through the program the emphasis on learning the "Rules of Analysis" diminishes while the emphasis on applying these rules increases. In the first unit, most of his time is spent in learning rules. However, even in Unit I, he actually uses the rules to analyze and index documents. In the final unit, he spends the entire time applying the rules to the analysis of new reports and documents. Figure 1 shows something of this relationship, as well as the degree of assistance the program provides the analyst while he is examining and indexing documents; he is given maximum assistance in Unit I and a minimum or no assistance in Unit X.

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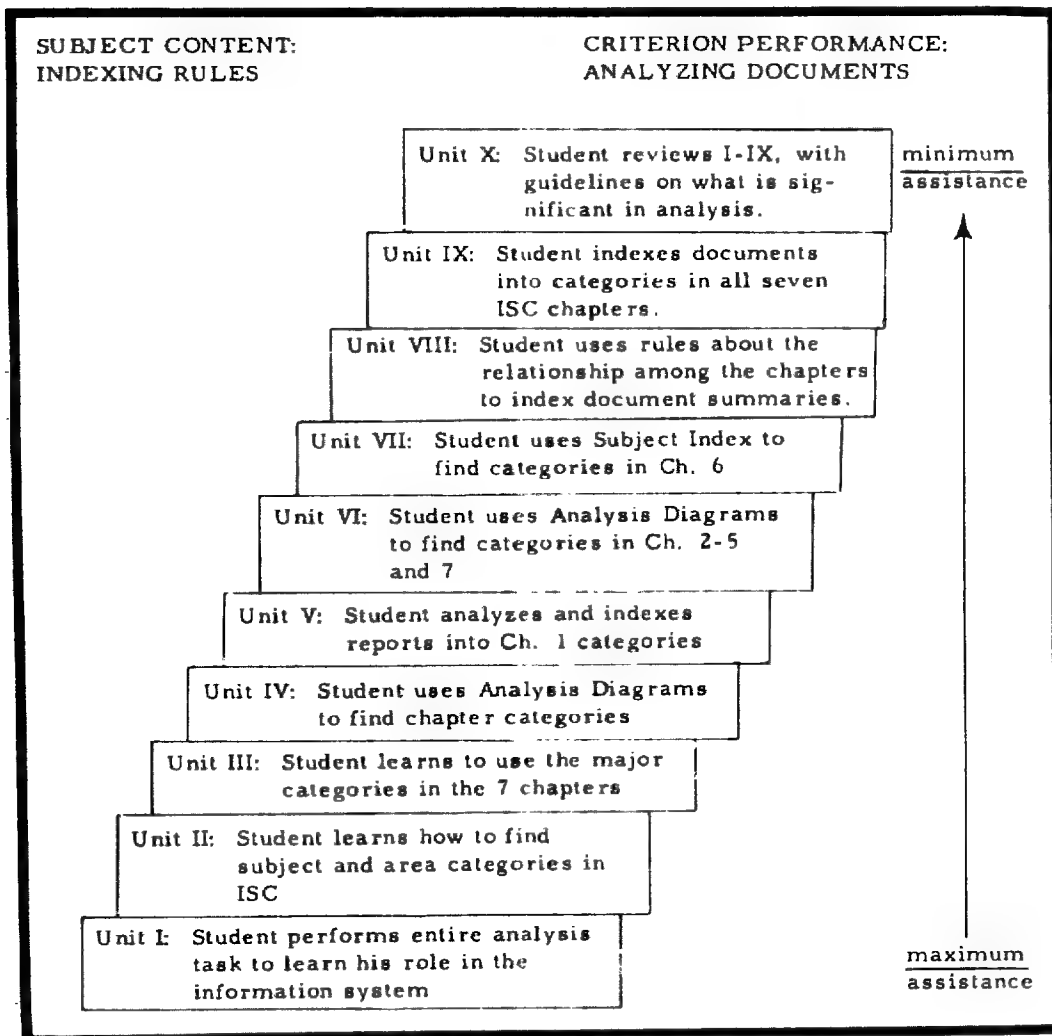


Figure 1. Organization of Units I-X of the programmed course.

The program also includes Analysis Diagrams to illustrate the decisions that an analyst should make when indexing a document about a particular topic. These diagrams provide the student analyst with formalized illustrations of an experienced analyst's thinking on important topics in each chapter of the ISC.

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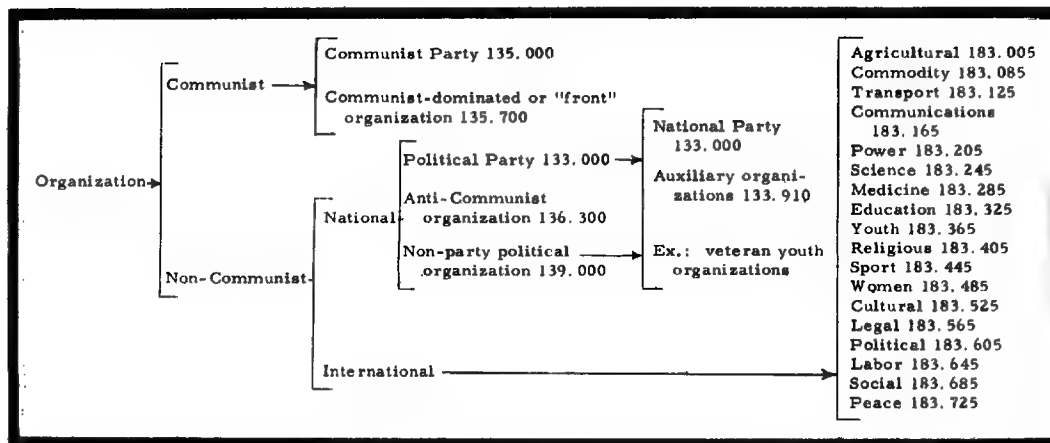


Figure 2. A section of the Analysis Diagram for Unit I showing the decisions an analyst must make about a report concerning an organization in order to index it properly in the information retrieval system.

Figure 2 demonstrates the function of an Analysis Diagram in setting forth the thinking necessary to index a report about an organization. In this example, the analyst must first decide whether the organization is communist or non-communist (column 1). Then, if the organization is noncommunist, he must decide whether it is national or international (column 2). Finally, if the organization is international, he must decide whether it is concerned with agriculture, communications, or a similar category (column 4). In this way, the Analysis Diagrams becomes a guide to all decisions that he should make while analyzing a document, and direct him to the appropriate section of the ISC, which he should search for a specific category.

An unusual aspect of the program is the inclusion of six sets of three-by-five-inch cards. Although these cards resemble traditional flash cards, which have questions on one side and correct answers on the other, they are used in the program in three different ways. One use of the cards is to develop the analysts' concepts of the categories contained in each of the seven ISC chapters. He is instructed to sort cards containing brief category descriptions into seven stacks, each representing one of the seven ISC chapters. Initially, he can look at the chapter numbers, the chapter titles, and at a brief description of each chapter in order to help him sort the cards correctly. Later, he can refer only to the chapter numbers. In addition, the ninety cards in the set increase in difficulty. At the end of this "game" the student can correctly identify the chapter location of many different ISC categories. He is able not only to describe the concepts contained in a single chapter but also to distinguish between similar categories in different chapters.

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The cards are also used to assist in memorizing approximately sixty general category codes. The sixty codes which are taught to the student were chosen because it was observed that experienced document analysts use these categories as aids in their analysis of documents. These numerical subject codes seem to represent important second-level decision reference points.

A third use of the cards is to present examples of report summaries so that the analyst can have extensive and quick practice in applying a number of rules. He learns a rule in the program booklet and then uses the cards to practice application of the rule in relation to other analysis rules he has already learned.

The concept, memorization, and example cards seem to be both efficient and effective. They provide extensive practice, in the minimum time, for the analyst to make a physically simple response -- placing a card in its appropriate stack.

The unclassified booklets are titled as follows:

Introduction

Unit I. Information Systems Based on the ISC

Unit II. The Format of the ISC

Sample question and answer:

Find this entry in your ISC: 736.440 Divisions

Which topic would be classified in this category?

- ☐ a. Divisions
- ☐ b. Airborne Divisions
- ☐ c. Ground force of an airborne division
- ☐ d. Organization of an airborne ground force division

Answer: d

Unit III. The Seven Chapters of the ISC

Unit IV. Subject Categories and Area Rules

Sample: Turn to the 113.000 Section of the ISC

In this section certain general concepts of government are listed. Read entries 113.000 through 113.500.

Indicate the subject codes for these categories:

- a. Text of the new constitution of Burundi \_\_\_\_\_
- b. A report of women's rights in Burundi \_\_\_\_\_
- c. Burundi limits rights to vote to literate male adults \_\_\_\_\_
- d. Burundi abolished state government and state offices; national government will assume function of state governments \_\_\_\_\_
- e. Prime Minister of Burundi attacks Parliament and threatens to dissolve it \_\_\_\_\_
- f. Ex-Prime Minister forms government-in-exile \_\_\_\_\_

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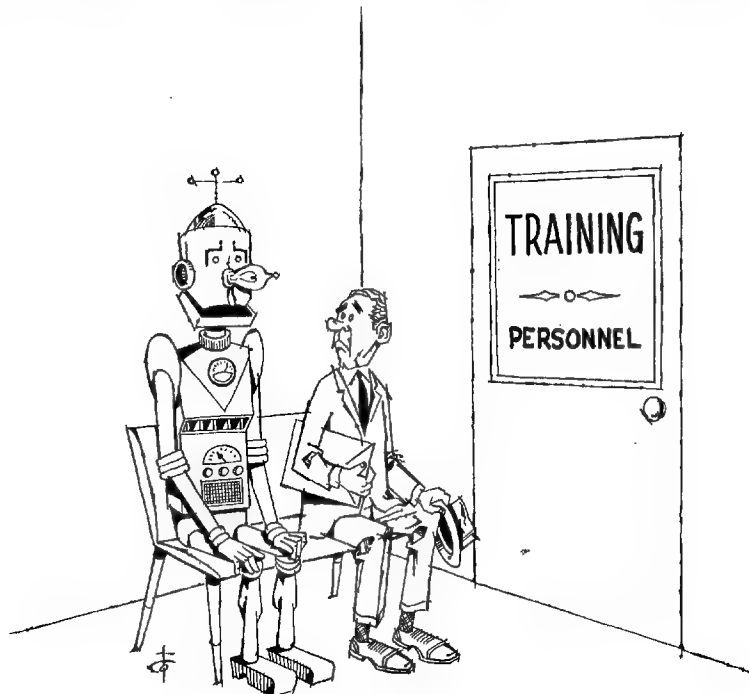
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- Unit V. Subject Categories in Chapter I of the ISC
- Unit VI. Subject Categories in Chapters II, III, IV, V, and VII
- Unit VII. Analyzing Reports about Products, Commodities, and Weapons (Chapter VI with use of modifiers)
- Unit VIII. Chapter relationships
- Unit IX. Analyzing Intelligence Reports
- Unit X. Analyzing Intelligence Reports

A Criterion Test consisting of ten documents, representative of unclassified documents, is administered after Unit X. This test is to assess whether the program teaches the student-analyst to use the rules in an on-the-job situation; --that is, to successfully analyze the index documents and reports. The Criterion Test points up to the instructor those rules which obviously need further clarification and emphasis.

Generally, training administrators have been satisfied with the effectiveness and efficiency of this particular application of programmed instruction. Evaluations made on utilization of this procedure in the Headquarters area have shown that the program has met the objectives of instruction to a marked degree, especially during the first week of the training. Although the same program has been employed in training non-Agency analysts in other geographic regions, there has been no follow-up of its effectiveness.



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## OTR ADAPTS TO ADP

### THE AGENCY TRAINING RECORD

The Office of Training was among the first CIA components to enter the Automatic Data Processing field. Its major effort in this direction, however, was one of records management, represented by the Agency Training Record (ATR), rather than ADP training itself. (This issue of the OTR Bulletin announces an OTR ADP course in January 1967).

The Agency Training Record had its beginnings in 1958 when first steps were taken by OTR to transfer information on courses completed by Agency employees from manual records to punch cards for application to the Agency's IBM equipment. At the time, only information on selected courses or programs -- principally those given by OTR -- was mechanized. In intervening years, information on courses conducted by other components of the Agency and those non-Agency programs attended by employees under Agency sponsorship was added to the file. Currently, the overall information is being realigned for more efficient programming on the Agency's new IBM 360 equipment.

The training file contains approximately 100,000 entries, although only about 75,000 appear in the semi-annual ATR. The ATR is produced in three formats, in report form, designed to service Training Officers, Personnel Officers, and OTR's Registrar. One format is alphabetical by name of employee, showing the dates of courses he has completed; the second is also an alphabetical listing by name of employee, but according to the office of assignment; and the third is a listing by the title of a course, showing the names of employees having completed the course.

Beginning with the next issue, the ATR will be reduced as a working document so that only training taken within the most recent seven years will appear. Data for such a period is considered sufficient to meet the normal requirements of ATR users. The complete file will still be produced annually in the first format for retention by the Registrar, who will provide Training Officers and Personnel Officers with information should the occasion require it.

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Input of data into the ATR remains the responsibility of the OTR Registrar. The basic media for this input are two Agency forms: Form 73 "Request for Internal Training," and Form 136 "Request for Training at non-Agency Facility," both of which have been revised recently in order to serve the input function. The information on these forms, supported by instructors' reports, by reports submitted by individuals, and by associated papers, comprises the data required for input. Since the accuracy and currency of the ATR must depend on the quality and promptness of input, it is essential that Training Officers insure that both forms are filled out completely.

Form 73: Front (at top) Back (at bottom)

REQUEST FOR INTERNAL TRAINING								
PLEASE PRINT OR TYPE. Complete all entries. Use a separate form for each course. Complete in triplicate and send through Training Officer. For OTR courses, send the original and copy No. 2 to the Registrar, OTR. For courses given by other components, send original and copy No. 2 to the Training Officer of that component.								
1. NAME (Last, first, middle) Sample, James E.						<input checked="" type="checkbox"/> MALE <input type="checkbox"/> FEMALE		2. YEAR OF BIRTH 1932
3. GRADE OR EQUIVALENT GS-11	4. E.O.D. (Original) MONTH & YEAR 09/53	5. DIRECTORATE DDS	6. OFFICE OTR	7. STAFF/DIVISION RS	8. BRANCH e AIB	9. SD ST		
10. TRAINING REQUESTED (Use title shown in catalog) TITLE: Intelligence Review Course DATES: 12/05/66 - 12/16/66								
11. DESCRIBE APPLICANT'S PRESENT OR PROJECTED DUTIES AS THEY RELATE TO THE OBJECTIVES OF THE REQUESTED TRAINING As Information Specialist, the applicant's duties include disseminating various types of information on training opportunities available outside the Agency. The Intelligence Review provides information on the current goals or objectives of the Agency's components. This information will enable Mr. Sample to provide more effective support to these components in their requirements for training information.								
12. EDUCATION (Level attained & major subjects) BA - English Graduate courses in library science.						13. TYPE CLEARANCE HELD <input type="checkbox"/> SECRET <input checked="" type="checkbox"/> TOP SECRET		
15. NAME AND SIGNATURE OF SUPERVISOR Joseph P. Friendly						16. SIGNATURE OF TRAINING OFFICER		14. IF SCHEDULED FOR OVERSEAS INDICATE DEPARTURE DATE N/A
EXTENSION 9876						DATE 11/10/66		EXTENSION 6789

THIS SIDE FOR REGISTRAR'S USE ONLY	
16. AGENCY-SPONSORED TRAINING COMPLETED BY APPLICANT	
17. PREREQUISITE TESTS (Plot B, foreign language proficiency, etc.)	
18. REMARKS Although we have been informed that this class is already oversubscribed and that this applicant will be placed on standby, we will keep him available until noon of the first day of the class.	

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In addition to the importance of the information on Form 73 in relation to the ATR is its value to instructors in gauging the scope and pace of their instruction. A model of this form appears on the preceding page. Most blocks are self-explanatory, but some points to note are:

Item 1. The name appearing here is normally that used on all official records. If, for security reasons, an individual is to take the course under another name, it is to be entered here.

Item 4. The original EOD is used here, not an EOD resulting from a return from overseas, from a transfer between Agency elements, or from some other administrative action. This information has significance because admission to many OTR courses depends on total length of service.

Item 11. Special care is to be given in filling out this block. OTR cannot provide appropriate training for students without at least a general picture of the experience of the applicant plus an accurate description of his current or projected assignment. The information serves a twofold purpose. The OTR Registrar uses it to determine the qualifications and priority status of the applicant, which not only assures proper consideration to the deserving candidate but also prevents the insufficiently qualified person from being embarrassed by finding himself in a situation in which he is over his depth. Instructors use this information to mold their courses to the needs and experience of the students, not only concentrating more heavily on areas in which there are obvious gaps in the experience of the particular group of students but also drawing on the more experienced students in developing the less experienced. Much valuable time is lost if instructors are obliged to wait until the first day of the course to obtain this information from the students themselves. Although all Training Officers should see that adequate detail is provided in this block, it is essential that CS Training Officers do so for operations courses.

Item 14. This date, estimated or otherwise, has a bearing on priority of admission to some OTR courses. It should be filled in whenever applicable.

Items 15 and 16. Copy Number 2 (pink), the instructor's copy, must be an exact duplicate of the original, also carrying the required signatures. The supervisor's name should appear in typewritten form along with the signature.

Item 18. Although the second page of the form is for the Registrar's use, this block may be used if, for example, Item 11 has to be continued or if any qualifying comments will further assist the Registrar or the instructors.

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Similarly, Form 136, "Request for Training at Non-Agency Facility," has functions beyond serving as an input document. It is the source of information on the basis of which the OTR Registrar arranges for the requested training; it is also the source for the information he needs to approve (or disapprove) the application.

Form 136

REQUEST FOR TRAINING AT NON-AGENCY FACILITY										TYPE	2. REQUEST NO. (Registrar use only)
TO: Director of Training				ATTN: Registrar						E	
3 EMP. SER. NO.	4 NAME (last, first, middle)			5 SEX	6 YOB	7. ORIG. EDD DATE		8 OFFICE			
	DOE, Jane Lee			F	25	09 52		DDI/OCR			
9 GRADE	10 ID	11 DATES OF COURSE						12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100		15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100	
GS-12	ID	12/05/66 12/07/66						FT			
23 TITLE OF COURSE											
Seminar in ADP Management and Administration											
24. INSTITUTION SPONSORING TRAINING											
Office of Career Development											
U. S. Civil Service Commission											
25 LOCATION OF TRAINING											
Washington, D. C.											
26 DESCRIPTION OF COURSE											
Seminar covering tasks and techniques of the data processing manager, bringing together persons having ADP management responsibilities in Federal agencies.											
27 I CERTIFY FUNDS ARE AVAILABLE											
28 COSTS (Registrar use only)											
29 DATE											
11/9/66											
30 APPLICANT											
Analyst											
31 SPECIFIC OBJECTIVES AND LEVEL OF PROFICIENCY TO BE ATTAINED (relate to assignment)											
To gain additional knowledge and background in the Automatic Data Processing field. Subject was recently detailed to project CHIVE from Biographic Register.											
32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 81 82 83 84 85 86 87 88 89 90 91 92 93 94 95 96 97 98 99 100											
33. I INTEND TO MAKE THE AGENCY A CAREER. IF REQUIRED I WILL SIGN A TRAINING AGREEMENT											
34											
35. CAREER SERVICE BOARD APPROVAL											
36. REQUESTED TRAINING IS CONSIDERED IN CONSONANCE WITH EXISTING REGULATIONS											
37 CCS CONCURRENCE (only if step 36 is affirmative)											
38. OTR APPROVAL											
DIRECTOR OF TRAINING											

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A completed Form 136 appears on the preceding page. Certain of the blocks are explained further:

Item 6. The final two digits of the year of birth are used to produce a double-digit entry. This is to facilitate input to the computer.

Item 7. Double digits are to be used for both the month and the year; the cipher is used to avoid a single-digit entry.

Item 8. A formal designation such as ~~DDA~~/NPIC or ~~DDP~~/NE is to be used, not an informal internal office term.

Items 11 and 12. Two digits for each element of the date are to be entered, as in Items 6 and 7. If specific dates are unknown or if the sponsoring office is uncertain when space may be available, the words "next available opening" may be inserted.

Item 15. If there is uncertainty as to whether or not the course is full-time, part-time, or a combination of each, the space may be left blank.

Item 23. The title of the course is to be that as listed in official announcements; if uncertain, make it as complete and accurate as possible. (If you wish, you may call extension  for verification.)

Items 24 and 25. In many cases the facility offering the training program is known, but the actual location of the course has not been determined. In such cases, block 25 may be left blank.

Item 26. Sufficient description is to be included to explain what is offered, particularly if the title is not self-explanatory or if the course is not a standard one.

Item 27. This block must be filled in unless there is no cost, or the course is a Training Selection Board program, or it is definitely known that OTR budgets for the course.

Item 29. An accurate, descriptive job title is necessary for the Registrar to evaluate the request for training.

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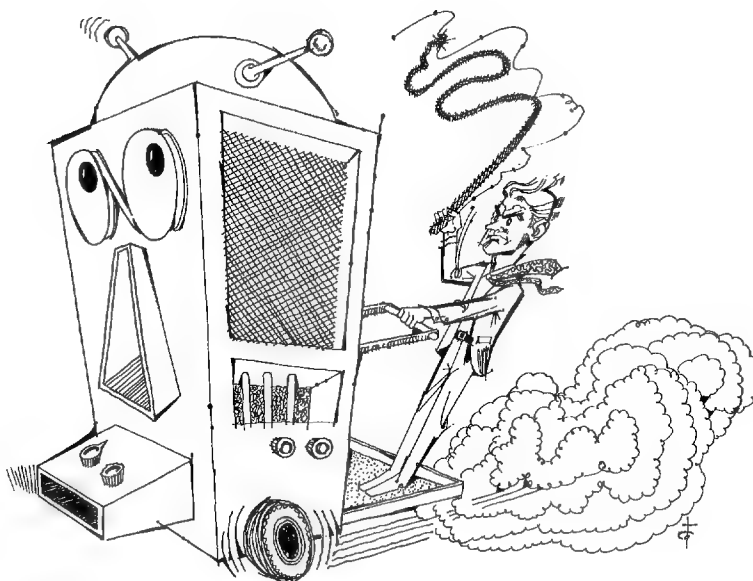
Item 30. A statement of justification for the requested training, relating the training to the applicant's present or future assignment, must be included here. No training request will be considered without a well-stated objective in this block.

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Item 33. If for any reason the applicant is not available to sign the request personally, the Training Officer may sign "for" him.

Item 35. A Career Service Officer is to sign here to indicate that the proposed training is consistent with the employee's career plan.

Item 36. Only forms having authorized signatures will be considered.



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## **MIDCAREER EDUCATIONAL PROGRAM IN SYSTEMATIC ANALYSIS**

President Johnson, in a memorandum of 15 March 1966, to heads of Departments and Agencies, emphasized what he called the demand that the Government apply to its operations the most efficient management techniques available so that its programs might be both effective and economical. One way to obtain people well-versed in modern management methods, he pointed out, is to train able and promising people already in Government service in the recently developed techniques of program analysis and management. He directed the Chairman of the Civil Service Commission and the Director of the Bureau of the Budget to organize a program of education which would enable Federal employees to equip themselves with these techniques through studies at any of several universities.

The Bureau of the Budget promptly arranged the Midcareer Educational Program in Systematic Analysis. A stated purpose of this program is to develop a group of employees informed about analytical techniques and capable of adapting them to public programs in which they are involved. An objective is to afford an occasion for reflection and learning that will enhance ability to bring the best available analytical techniques to the development of public policy and to the conduct of public programs.

The services of the National Institute of Public Affairs were obtained to administer the program in conjunction with the Civil Service Commission. Seven leading universities -- Carnegie Institute of Technology, Chicago, Harvard, Maryland, Princeton, Stanford, and Wisconsin -- agreed to participate. All the schools offer core courses which direct attention to the application of economics and systems analysis in the public sector, though individual students must work out specific programs in relation to the particular university. Courses include intensive work in economic analysis, operations research, quantitative methods, systems analysis, as well as in the application of these techniques to emerging issues of public policy and management. Some of the schools' officials contemplate offering a preparatory program to provide background in mathematics and economics to upcoming candidates for the full-year program.

In setting out the criteria for nominations for this program, the Bureau of the Budget suggested personnel in or eventually expected to serve on planning and programming staffs and in key positions where appreciation of analytical techniques would be valuable. Additionally, candidates should

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evidence high intellectual and analytical capability, have a personal interest in and a desire to use economic and analytical concepts for improving decision-making, have demonstrated academic ability (a B+ average in previous academic work), and possess at least a bachelor's degree.

The Agency's Training Selection Board has been assigned responsibility for selecting CIA's nominees for this program. Using the criteria set forth by the Bureau of the Budget and the framework of the Agency's five-year midcareer programs, the TSB considers employees in grade GS-11 or above. Two CIA employees were selected for the program in its initial year, 1966-67. Training Officers will receive additional information on each university's program as it becomes available.

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Time spent in training will occupy more and more of the work week, according to Dr. John C. Warner, president emeritus of Carnegie Institute of Technology. "For one thing," he told attendees at a recent Systems Engineering Conference, "a steadily higher fraction of those employed will need to spend a substantial amount of time in formal programs of training or education ... to keep from becoming obsolete." Dr. Warner recommended that a few hours a week-- on company time-- should be devoted to such training. "This necessity to continue training and education to fight obsolescence," he said, "extends from the vocational skills to the highest professional levels."

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# NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

## Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

## Self-sponsorship:

According to  para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension . For information on registration, call ETB/RS/TR, extension .

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OFF-CAMPUS PROGRAM  
1967 SPRING SEMESTER

The Spring 1967 term of the Off-Campus Program conducted by George Washington University and American University at the Agency will include courses which for the most part follow up those offered in the preceding Fall 1966 term. This program, recommended only for those in an overt status, enables Agency employees to take both graduate and undergraduate courses at somewhat reduced rates. The courses, to cost \$120 each, may be taken separately or as part of a degree or certificate program. Enrollment may be on a personal basis or under Agency sponsorship. Classes, with the exception of mathematics, will be held in the Headquarters Building, and all instructors are Agency personnel accredited by the universities.

Registration for the Spring term will be in the Auditorium at Headquarters on Friday, 20 January 1967. American University courses will run for sixteen weekly sessions beginning the week following Wednesday, 1 February. George Washington University courses will run for fifteen weekly sessions beginning the week of 6 February. Mr. John McCalla of George Washington University will provide preregistration counseling on George Washington University courses and degree programs on Thursday, 5 January, in Room 1D-1601, Headquarters. Appointments to meet him on that day are to be arranged through the Office of the OTR Registrar, extension [redacted] Mr. McCalla will also be present at the time of registration; no appointment is necessary on that day. No such counseling is available for American University courses.

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Further information on the Off-Campus Program may be had by calling the Office of the OTR Registrar, extension [redacted]

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Courses being offered are:

George Washington University

Geography 164 Communist China. A regional survey. Prerequisite: Geography 51 (Attributes, characteristics, patterns, and associations of physical and cultural earth features.)

Geography 166 The Soviet Union. A regional survey. Prerequisite: Geography 51 (As for Geography 164 above).

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George Washington University (cont)

History 40 European History. The political, social, economic, and cultural history of the Old World from 1715 to the present. Prerequisite: History 39.

Mathematics 6 Plane Trigonometry. Prerequisite: Two years of high school algebra and one year of high school geometry, or Mathematics 3 (College Algebra).

Political Science 192 Government and Politics of North Africa. Domestic and international policies of Algeria, Tunisia, Morocco, Libya, Egypt, and Sudan. Attention will be given to their relations with the states of the Middle East. Prerequisite: Political Science 9 - 10.

Psychology 8 Psychology of Motivation and Personality. Processes involved in the total adjustment of the individual, with emphasis on social environment; development in the individual of adjustment techniques.

Public Administration 252 Seminar: Planning and Programming. (Graduate course) The administrative processes of planning and programming in government, relationships to budgeting, planning and programming as a basis of managerial control, evaluation of accomplishments.

American University

19.521 Quantitative Economic Analysis. Intermediate mathematical and statistical analysis of economic phenomena. Elements of model building, input-output, game theory, and linear programming. Prerequisite: 19.305 (Introduction to Quantitative Economics).

19.705 Price Analysis II: Income Distribution. Extension of commodity price theory to the evaluation of productive services and resources. Problems of comparative statics, dynamics, and stability. General economic equilibrium and the problem of resource allocation. Prerequisite: Economics 19.703 (Price Analysis I).

55.511 The Systems Approach. (Repeat of Fall Semester graduate course) An introduction to the systems analysis approach to the study and design of managerial and operational organization and process.

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American University (cont)

55.410 Introduction to Data Processing. An introduction to the problems, principles, and methods of data processing, covering a variety of methods, including the automatic data processing revolution of the last decade and its significance for business and public administration and management. The course will generally survey types of data processing instruments, methods, systems, and the types and potentials of their applicational use. This course will equip the student to communicate with data processors. It will not, by itself, be preparatory for technical employment in the field.

55.530 Automatic Data Processing Systems. (Repeat of Fall Semester graduate course) A survey of the subject: equipment systems, use of applications and systems, the analysis of feasibility, operational processes, system design and installation, administrative and managerial factors and problems.

55.540 Operations Research in Management. Origins and development of operations research, concepts and methods, applications as a management tool, major methods, solutions of elementary problems by operations research, limitations and potential. Prerequisite: Mathematics 41.100 (Basic survey)

55.561 Management of ADP Systems (Repeat of Fall Semester graduate course) Estimates of requirements, organizational amendments, planning the total system, conversion problems, cost and performance evaluation, the executive role in the achievement of integration.

55.653 Concepts of Indexing and Abstracting. An intensive specializing course in the control processes of indexing and abstracting. The taxonomy of information organization, identification, and storage. The philosophy of topical structure and designation. The methods of reducing the content of technical writings to abstract length without losing the essential elements of information will be studied. The varieties of indexing and abstracting methods will be treated in depth, with workshop, experience and case review. Prerequisite: an undergraduate degree and 55.550 (Types and Uses of Scientific and Technical Information) or 55.660 (Management Information and Reporting Systems).

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## INTERAGENCY TRAINING PROGRAMS

### Civil Service Commission

#### INTRODUCTION TO ADP IN FINANCIAL MANAGEMENT

5 - 6 January

1900 E Street, N. W.

This two-day seminar provides a general overview of the uses and potential of automatic data processing as well as specific applications of ADP to financial activities. Topics include: Introduction to ADP; the impact of ADP on financial management; a survey of the uses of ADP equipment; and the problem of "audit trails." For accountants, budget officers, and others in the financial management field, in grades GS-12 through GS-15. Cost: \$75

#### ADVANCED SEMINAR IN ADP AND TECHNICAL INFORMATION SYSTEMS

9 - 12 January; 12 - 15 June

1900 E Street, N. W.

This four-day program explores in detail various systems approaches involved in applying ADP to specific library functions. Actual case histories and group discussions cover equipment characteristics and capabilities, tools of systems of analysis, analysis and documentation of present systems, feasibility studies, development of systems to meet user needs, and problems of evaluation and control. For librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, in grades GS-9 and above. Cost: \$120

#### INSTITUTE IN CIVIL RIGHTS

9 - 13 January; 27-31 March; 8 - 12 May

1900 E Street, N. W.

This institute explores the Civil Rights problem in America, focusing particularly upon the various considerations which are appropriate to the administration and implementation of recent Federal civil rights enactments. The historical and legal as well as sociopsychological aspects of the civil rights issue are considered in terms of the concrete and practical realities of administration and implementation. Participation will be open to executives, GS-14 or above, particularly those whose responsibilities in administering agency programs might require them to have greater knowledge of recent civil rights legislation. Cost: \$150

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Civil Service Commission (cont)

THE HUMAN DIMENSION OF PLANNING FOR CHANGE

4 - 6 January

1900 E Street, N. W.

This course explores the human resource implications which should be considered by planners for change. Topics include: Predicting the effect of technological and other change on quantitative and qualitative manpower requirements; gaining reasonable acceptance of change at all levels of the organization; phasing the introduction of change with training, recruitment, promotion, and other personnel activities; placing dislocated personnel within and outside the organization. For line managers, personnel officers, and staff officers at GS-12 or above who have responsibilities in planning and implementing major change. Cost: \$85

PLANNING, PROGRAMING, BUDGETING SEMINAR

9 - 27 January; 20 March - 7 April

College Park, Maryland

1 - 19 May; 12 - 20 June

College Park, Maryland

A three-week residential course, this program is designed to provide the participant with a grasp of the underlying economic base of PPBS, a working knowledge of the structure and functioning of PPBS, and an introduction to quantitative approaches to management planning and control. There are precourse reading requirements and there are evening sessions. This course is intended for those directly involved in the PPBS operation--programmers and budget people--as well as for line managers at middle and upper levels who will use the system as an aid to decision-making. It will not prepare individuals to perform economic or quantitative analysis, and no economics or mathematics background is required for successful participation. Cost: \$300

INTRODUCTION TO ADP IN SUPPLY MANAGEMENT

16 - 17 January

1900 E Street, N. W.

This is a basic program to provide a general overview of the uses and potential of ADP in supply management. Topics include: Introduction to ADP, impact of ADP on supply management, uses of ADP equipment and current applications to Government supply management, systems integration in supply activities, and problems involved in implementing ADP plans. Technical aspects of ADP are not stressed and prior familiarity with computers is no handicap. For supply officers and persons closely associated with supply management, in grades GS-12 through GS-15. Cost: \$75

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Civil Service Commission (cont)

INSTITUTE FOR EXECUTIVES IN SCIENTIFIC PROGRAMS: SCIENCE  
AND GOVERNMENT POLICY

9 - 13 January; 22 - 26 May

1900 E Street, N. W.

Scientists and engineers and key administrators of scientific organizations are given an opportunity to explore important concepts and issues pertaining to the organization and administration of research and engineering activities in the Federal Government. Discussion covers the criteria for choice among scientific programs, the budget for science, technological innovation as an element of economic growth, scientific manpower as a problem of national policy, science in world affairs, the organization of the scientific activities of the Federal Government, and the impact of Federal science programs on our universities. Scientists, engineers, and science administrators, GS-15 or above, who have responsibility for formulating policy or program goals for scientific, engineering, or professional programs in the physical or life sciences, or for significant research or development activities, may attend. Cost: \$150.

SEMINAR IN ADP MANAGEMENT AND ADMINISTRATION

11 - 13 January; 1 - 3 May

1900 E Street, N. W.

This seminar brings together persons having ADP management responsibilities in Federal agencies for the purpose of receiving and exchanging information pertinent to the major problems of data processing management and administration. After a delineation of the scope of ADP management, all tasks and techniques of the data processing manager are discussed. Emphasis, however, is on significant, nonroutine problems such as personnel turnover, use of languages and software, performance measurement and scheduling, open shop versus closed shop programming, relationships between users and systems analysts, systems analysts and programmers, programmers and operators, optimization of machine use, and enforcing documentation. For administrators and deputy administrators of ADP operations, data processing managers, programming supervisors, and supervisory systems analysts. Cost: \$135

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Civil Service Commission (cont)

WORKSHOP FOR CONTRACT COMPLIANCE OFFICERS  
16 - 20 January; 10 - 14 April; 15 - 19 May

To train persons who conduct reviews to determine whether recipients of Federal funds are adhering to the civil rights requirements of respective agencies. Special consideration is given to problems of implementing the equal employment policy of the Government in situations involving a contract between a Federal agency and a private organization or private industry. This training may be done in conjunction with the Office of Federal Contract Compliance. Cost: \$90

THE ROLE OF THE FEDERAL MANAGER IN EQUAL EMPLOYMENT  
OPPORTUNITY  
18 - 20 January

1900 E Street, N. W.

Federal supervisors and managers should obtain from this course:  
1) Increased factual understanding of the background of discrimination and equal employment opportunity; 2) a greater appreciation of the realistic effects of discrimination; and 3) suggestions for the development of a positive program in conformity with national policy, involving personal commitment and involvement. For supervisors and managers GS-9 - 14. Cost: \$100

SYSTEMS ANALYSIS FOR COMPUTER PROGRAMMERS  
23 - 27 January

1900 E Street, N. W.

This course moves immediately to the functions and techniques of systems analysis and design, and includes discussion of the extent and tasks of systems of analysis, specific steps of the feasibility study, analysis of the present system, developing specifications for a new system, designing input, output, and file layouts, designing requirements for programs, and documentation. For computer programmers and newly assigned systems analysts who have had experience in programming. Prior knowledge of computer components and experience in computer programming concepts will be presumed. Cost: \$150

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Civil Service Commission (cont)

PSYCHOLOGY AND THE MANAGEMENT OF HUMAN RESOURCES

25 - 27 January

1900 E Street, N. W.

This course looks into some of the human behavior problems in management, seeking to bring out a few of the principles of behavior that underlie modern management practices and to give a pattern and coherence to the psychological underpinnings of managerial practices in dealing with behavior. Objectives include: Increasing an understanding of the behavior of individuals, introducing concepts and principles which provide a better understanding of the learning and training process, examining problems involved in managing human resources and looking for possible means of overcoming them, providing a conceptual framework within which to analyze and attack problems involved in managing people, and introducing some of the research being done by psychologists in government organizations. For staff specialists and supervisors, GS-9 through GS-13, who need to know more about the science of human behavior in conducting their day-to-day activities. Cost: \$100

EXECUTIVE SEMINAR IN MANAGEMENT INFORMATION THEORY

30 - 31 January

1900 E Street, N. W.

The objective of this seminar is to explore the concept of information management in the context of organizational structure. Topics discussed include defining organizational objectives, determining information requirements, the influence of organization structure on the generation, processing, and utilization of data, the effects of centralization and decentralization on the information system, and vice versa, the interface of information and decision-making, and the present and future technology of management information systems. For GS-15s or above. Cost: \$75

PROGRAM PLANNING AND EXECUTION (Equal Employment Opportunity)

6 - 8 February

1900 E Street, N. W.

This course is for individuals responsible for planning and directing agency or bureau programs for assuring equal employment opportunities. Staffing processes, position management, training, communications, and program evaluations are studied, with emphasis on their interrelationship. Employees with specific responsibility for staff guidance in equal opportunity programs are eligible. Cost: \$100

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Civil Service Commission (cont)

FEDERAL-STATE-LOCAL PROGRAM ADMINISTRATION (A SEMINAR  
IN INTERGOVERNMENTAL RELATIONS)

6 - 10 February

1900 E Street, N. W.

This institute is to explore problems that confront administrators who have responsibilities for intergovernmental programs or whose program responsibilities may relate to intergovernmental relations. Consideration is given to the legal and political setting for intergovernmental cooperation, executive participation in intergovernmental policymaking, federal administrative problems and practices in intergovernmental programs, state and local mechanisms for administering federally sponsored programs, interagency and headquarters-field coordination in intergovernmental programs, and problem areas, present and anticipated. For executives in grade GS-14 or above. Cost: \$150

MANAGEMENT SCIENCES ORIENTATION

6 - 10 February

1900 E Street, N. W.

This program provides an opportunity to obtain information and develop ideas about the management sciences. Topics include capabilities of automatic data processing equipment, present ADP applications and their results, the impact of ADP on the workforce, capabilities of operations research, models and their range of usefulness, types of management problems to which operations research can be applied, implications for management of research in the behavioral sciences, the dynamics of organizational change, and the systems concept in behavioral research. For full-time employees GS-9 or above. Cost: \$75

MANAGEMENT INSTITUTE FOR SUPERVISORY SCIENTISTS AND ENGINEERS

13 - 17 February

1900 E Street, N. W.

The special nature of the managerial job in R & D organizations is examined by identifying the motivational characteristics of technical personnel, by discussing the impact of organizational structure on productivity of scientific and engineering groups, and by exploring the leadership patterns best designed to release and accelerate creativity. Topics include the flexibilities of the Federal personnel system in managing scientists and engineers, career development concepts, and the administrative and financial practices which permit the most effective direction and control of technical projects. For personnel at the GS-12 to GS-14 level who are in, or are being trained to fill, supervisory and managerial positions in research and development activities. Cost: \$85

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Civil Service Commission (cont)

INSTITUTE ON CIVIL RIGHTS FOR FEDERAL PROGRAM MANAGERS

27 February - 3 March; 19 - 23 June

This training focuses on the various facets of the managerial role which can be used to advance equal opportunity for all persons. Specific emphasis is on the attitudes and approach necessary to assure that Federal funds are applied on a nondiscriminatory basis and that the benefits of Federal programs are conferred equally upon all. For Federal managers who have the task of administering programs involving the application of Federal funds with the range of responsibility and opportunity which they have for creating change and improving the status and welfare of minority group citizens. Cost: \$150

IDEAS AND AUTHORS--MANAGEMENT AND ORGANIZATION

Originally scheduled for December 1966 - March 1967 has been postponed, possibly until January, dates not yet announced.

This series of one-day sessions held one month apart brings Federal managers concerned with problems of management and organization into discussion groups with authors of the most recent studies in the field. The author discusses his book, a guest critic comments, and the participants then conduct an extended question-and-answer period. For persons serving in positions with significant responsibilities for program management, GS-14 or above. Cost: \$100. The OTR Registrar Staff will seek to obtain dates, when they are available, for seriously interested personnel.

IDEAS AND AUTHORS--PUBLIC ISSUES AND PROBLEMS #2

January - April

1900 E Street, N. W.

This series of four monthly two-day discussion sessions focuses on significant national problems. With their highly informed authors and knowledgeable critics, Federal executives will examine four outstanding books on vital issues. Nominees should be in grade GS-14 or above. Cost: \$100. The OTR Registrar Staff will seek to obtain the dates, when they are fixed, for seriously interested personnel.

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Civil Service Commission (cont)

ADVANCED SECRETARIAL TECHNIQUES

No open dates available

This two-day seminar is designed for secretaries, administrative assistants, staff assistants, and administrative aides, GS-7 or above, who perform secretarial duties and act as office managers or principal personal assistants to Federal Executives. It brings to the secretary's attention new ideas and practices that might be beneficial in maintaining a productive, progressive office. The initial offering of this course on 31 October and 1 November was heavily oversubscribed and a supplementary schedule was arranged to accomodate many of those who applied unsuccessfully. No new applications are being accepted until a new schedule can be arranged, probably in late Spring 1967.

General Services Administration

SOURCE DATA AUTOMATION

13 - 17 February; 27 - 31 March; 8 - 12 May

This seminar introduces the basic elements of automation paperwork. The advantages of automating data at the source, or at the earliest possible time in processing, is discussed. Ways of recognizing valid source data automation applications are illustrated. Other topics include advantages and disadvantages of specific types of equipment, limitations of machine language, special forms considerations, and successful applications. Each participant should be prepared to undertake an actual SDA project within his agency after the course; a follow-up on this project after 60 to 90 days is part of the course. No cost.

Office of Civil Defense

CIVIL DEFENSE MANAGEMENT

22 - 27 January; 2 - 7 April; 4 - 9 June

Battle Creek, Michigan

This course gives those who have responsibility for the civil defense program a better understanding of and approach to their tasks in planning, organizing, and managing the total civil defense program. Special emphasis is placed on shelter planning and management. For personnel having direct supervision of a segment of civil defense. No tuition cost.

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### READING IMPROVEMENT PROGRAMS

#### USDA Graduate School

##### IMPROVING READING ABILITY

30 January - 24 March

6 to 8 p.m. Mon & Wed

Registration: 21 - 28 January

Cost: \$42

Developmental reading for average and superior reader. Designed to increase selectivity, flexibility, purpose, and speed. Individualized training. Analysis of reading, vocabulary, and visual abilities to help determine areas needing development. Workbook exercises, periodic evaluation of progress, short talks on principles of efficient reading, and practice for individual needs. Final test to determine progress and areas needing further development. Attendance is self-sponsored.

##### READING IMPROVEMENT PROGRAM

10 January - 2 March

Any of three sections

14 March - 4 May

as shown below.

Cost: \$52

Section A

Tuesday and Thursday

1 - 2:30 p.m.

Section B

Tuesday and Thursday

2:30 - 4 p.m.

Section C

Tuesday and Thursday

4 - 5:30 p.m.

A "Special Program" requiring Agency sponsorship.

Designed for adults with average or above-average reading ability, it incorporates the latest and most advanced techniques for developing the maximum potential of each individual learner. Instruction is oriented toward on-the-job reading of Federal employees. The objective is to increase the over-all reading efficiency of each participant to his maximum potential. This includes: 1) at least doubling or tripling initial reading speed while maintaining comprehension; 2) improving purposefulness, flexibility, and selectivity, and building critical reading skills; 3) developing an organized and effective approach to on-the-job reading matter. Nominations for courses should be made five weeks before the starting date. Each course is scheduled with three sections. Each section is limited to 20 participants.

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Arlington County Adult Education

SPEED READING CLINIC

6 March - 31 May

Mon & Thurs 7 - 8:15 p.m. or  
8:30 - 9:45 p.m.

Cost: \$20 for Arlingtonians; \$30 for others.

Wakefield High School,  
4901 S. Chesterfield Road,  
Arlington, Virginia

This course has attracted average readers who are interested in increasing their speed. It is considered valuable to the person whose job demands extensive reading.

READING IMPROVEMENT

31 January - 1 June

Cost: \$20 for Arlingtonians; \$30 for others

Tues & Thurs  
6:30 - 8:20 p.m.

Diagnostic testing and corrective treatment for reading difficulties.

Catholic University, Department of Adult Education

Reading improvement is one category in the Adult Education Program. A schedule will be available in early January. Cost: approximately \$25.

Fairfax County Adult Education

IMPROVEMENT OF READING

February (date to be announced)

12 weeks

All sections meet from 7:30 - 9:30 p.m.

Cost: \$20

Monday	W. T. Woodson High School
	Marshall High School
Tuesday	Woodson High School
	Groveton High School
Wednesday	Lee High School
Thursday	Falls Church High School

Designed to improve the rate of reading speed, comprehension, and general vocabulary. Reading tested and analyzed at beginning and conclusion of course.

Federal Triangle Education Center

The University of Maryland conducts a reading workshop in its education program at this center. Information will be available in January.

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George Washington University

Individual diagnostic and corrective services are offered for all levels: primary, elementary, secondary, and adult. In addition, special reading improvement classes are conducted on the high school and adult level. A complete diagnosis includes psychological tests; vision, hearing, and dominance tests; and the various reading and spelling tests. Results are interpreted and a written report is presented in conference with the parents or the individual. The special reading classes for high school students and adults are offered at intervals throughout the year. Emphasis is placed on improvement of vocabulary, speed, comprehension, and study skills. Machines such as the tachistoscope, rate accelerator, and controlled reader are also used for increasing speed of comprehension. The fee for individual diagnosis is \$50; for individual instruction, \$7 a lesson; for semi-individual instruction, \$5 a lesson; for instruction in small groups with common reading difficulties, \$3.75 a lesson. A survey test will be given about 1 February to determine what class a person should be in. Cost: \$75 for twenty class sessions.

Georgetown University

February - March (dates to be announced)  
Cost: \$100

A six-week course in reading improvement is given during the day, five days a week, at three alternate hours. The hour-long sessions begin either at 11:15 a.m., 1:15 p.m., or 4:15 p.m. An evening course may be given in February.

University of Maryland

READING IMPROVEMENT WORKSHOP  
Spring schedule to be announced. Saturdays, 9 - 12  
Cost: \$55, including all materials

A special program of developmental reading to improve reading speed and comprehension, utilizing recently developed techniques. Total instruction and laboratory time is 24 hours.

YMCA

READING IMPROVEMENT  
23 January - 13 March  
Mondays, 6:30 - 8:30 p.m.  
Cost: \$35

YWCA

READING IMPROVEMENT  
17 January - 21 March  
Tuesdays, 7 - 9 p.m.  
Registration: 3 January  
Cost: \$43, including membership

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1967 SPRING SESSION SCHEDULES OF  
WASHINGTON-AREA UNIVERSITIES

Note to Training Officers: ETB must have requests for Agency sponsorship of employees in courses at the following universities a minimum of three weeks prior to registration.

AMERICAN UNIVERSITY

26 - 30 January:	Registration, general
1 February:	Classes begin
4 June:	Session ends

CATHOLIC UNIVERSITY

23 & 24 January:	Registration for undergraduate students
25 - 27 January:	Registration, graduate, full-time and part-time students
28 January:	Registration, part-time students only
1 February:	Classes begin
26 May:	Exams end

D. C. TEACHERS COLLEGE

30 - 31 January:	Registration
1 February:	Classes begin
16 June:	Last Day of semester

DEPARTMENT OF AGRICULTURE GRADUATE SCHOOL

21 - 28 January:	Registration
30 January:	Classes begin
End of May:	Exams end

DUNBARTON COLLEGE

24 January:	Registration
1 February:	Classes begin
26 May:	Exams begin

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GALLAUDET COLLEGE

2 - 3 February:	Registration
6 February:	Classes begin
7 June:	Exams end

GEORGE MASON COLLEGE

30 January - 1 February:	Registration
2 February:	Classes begin
31 May:	Exams end

GEORGE WASHINGTON UNIVERSITY

26 - 28 January:	Registration
30 January:	Classes begin
27 May:	Exams end

GEORGETOWN UNIVERSITY

26 - 27 January:	Registration
31 January:	Classes begin
22 May:	Exams begin

HOWARD UNIVERSITY

30 - 31 January:	Registration
1 February:	Classes begin
7 June:	Exams end

MONTGOMERY JUNIOR COLLEGE

28, 30, 31 January:	Registration
3 February:	Classes begin
6 June:	Exams end

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PRINCE GEORGE'S COMMUNITY COLLEGE

3 & 4 February:	Registration
7 February:	Classes begin
3 June:	Exams end

SCHOOL OF ADVANCED INTERNATIONAL STUDIES,  
JOHNS HOPKINS UNIVERSITY

30 & 31 January:	Registration
1 February:	Classes begin
22 May:	Exams begin

UNIVERSITY OF MARYLAND

31 January - 3 February:	Registration
6 February:	Classes begin
2 June:	Exams end

UNIVERSITY OF VIRGINIA, NORTHERN VIRGINIA CENTER

9 January - 2 February:	Registration
6 February:	Classes begin
9 June:	Exams end

OTHER EXTERNAL TRAINING NOTES

GEOGRAPHY  
OF THE  
ARCTIC  
REGIONS

George Washington University's College of General Studies, in cooperation with the Arctic Institute of North America, is offering a course in the geography of the arctic regions. It will deal with the human and physical aspects of the arctic regions with respect to natural environment and potential resources, present state of development, and special problems encountered. The course will be presented as a series of 15 weekly lectures at the Arctic Institute of North America, 1619 New Hampshire Ave., N. W., on Mondays from 8 to 10:30 p. m., starting 30 January. Academic credit (three hours) may be obtained by registering, with the University, for Geography 168 -- Arctic Regions. Tuition will be \$120. Registration may be by mail or in person prior to 20 January 1967. Enrollment will be limited to 25.

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CONFERENCE      The School of Advanced International Studies, 1740  
FOR               Massachusetts Avenue, N. W., Washington, D. C.,  
CORPORATION      in its Conferences for Corporation Executives,  
EXECUTIVES      announces two presentations:

Latin America  
"Realities and Prospects for American Business"  
Friday, 10 February 1967

U. S. Balance of Payments  
"A Look at the Future"  
Friday, 28 April 1967

Note: A limited number of free tickets are available to Agency employees; however, the fee of \$60 for each conference must be paid for anyone attending under cover.

CENTER FOR      The School of Education of Catholic University has  
EDUCATIONAL      announced the establishment of a Center for  
TECHNOLOGY,      Educational Technology and a new graduate program  
CATHOLIC      leading to master and doctoral level training in  
UNIVERSITY      educational technology for teachers, educators,  
school administrators, media personnel, programmed  
instruction specialists, and education and training  
officers in industry, government, and military  
organizations. The program began with the Fall  
Term 1966.

BRANDON      Brandon Systems Institute, 1130 17th Street, N. W.,  
SYSTEMS      Washington, D. C. will present two related ADP  
INSTITUTE      courses which may be taken separately or together.

"Computer Systems Analysis Techniques," to be given 18 - 19 January 1967, is for data processing systems managers and systems analysts. It presents a body of techniques for systems analysis and a defined discipline of systems analysis for use in present and planned computer installations. Cost: \$155.

"Project Control Systems for Data Processing," to be given 20 January, is for data processing managers and others responsible for the management of systems and software development projects. It presents practical systems for estimating, scheduling, and controlling systems analysis and programming projects. Cost: \$110.

Both courses may be taken together for a three-day fee of \$200.

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## Office of Training

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Director of Training  
Deputy Director of Training

John Richardson

Rm 819, Glebe  
Rm 819, Glebe

SCHOOLS Intelligence  
Language Training

Operations  
International Communism  
Support

Rm 711, Glebe  
2107 Washington Bldg  
Annex, Arl Towers  
Rm 620, Glebe  
Rm 639, Glebe  
Rm 632, Glebe

STAFFS Career Training Program  
Plans and Policy  
Registrar  
Deputy Registrar  
Adm, Info, Records  
External Training  
Support

Rm 743, Glebe  
Rm 807, Glebe  
Rm 839, Glebe  
Rm 839, Glebe  
Rm 832, Glebe  
Rm 835, Glebe  
Rm 820, Glebe

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## Directory of Training Officers

### SENIOR TRAINING OFFICERS

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DCI

O/DCI  
DDI  
DDP  
DDS&T  
DDS

7E-07  
2E-52  
3C-29  
6E-68  
GB-37

TRAINING

O/IG  
Inspection Staff  
Audit Staff  
General Counsel  
Cable Secretariat  
O/PPB  
ONE

7D-49  
1201 Key  
7D-07  
1A-53  
6E-08  
7E-47

DDI

O/DDI  
CGS  
OCR  
ORR

2E-52  
7F-35  
2E-61  
4F-19  
4F-19

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DDI (cont)

OCI  
OBI  
DCS  
FBIS  
NPIC

6G-29  
4F-28  
902 Key  
1004 Key

DDS

Administration  
Communications  
Finance  
Logistics  
Medical  
Personnel  
Security  
Training

GB-37  
GD-09  
1211 Key  
1215 D Ames  
1D-4044  
5E-56  
4E-71  
839, 1000 Glebe

DDS&T

FMSAC  
OCS  
OEL  
ORD  
OSA  
OSI  
OSP

1A-35  
GD-0404  
2F-39  
6E-68  
5B-2806  
6F-24  
5G-00

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